

## **PERFORMANCE MANAGEMENT PROGRAM MEMORANDUM OF UNDERSTANDING**

This Memorandum of Understanding (MOU) is between the Parties, Department of Defense, U.S. Air Force, Dover Air Force Base, Dover, Delaware and (the Employer) and Local 1709, American Federation of Government Employees, AFL-CIO (the Union). This MOU includes all prior agreements and practices and supersedes all past practices, unless subsequently supplemented by mutual agreements. The parties hereby agree to implement a new Performance Management program at Dover AFB as follows:

**SECTION 1. GENERAL:** The Union and the Employer recognize and endorse the concept that performance management is a continuous, systematic process by which managers and supervisors integrate the planning, directing, and executing of organizational work with the civilian personnel performance appraisal, pay, awards, promotion, and other systems. Supervisors organize work, make specific assignments, assign duties and tasks, and establish standards to follow when accomplishing the work. Individual employee work requirements are documented and communicated in writing to the employee on an AF Form 860 or AF Form 1003.

**SECTION 2.** A Performance Plan must be prepared by the rater and communicated in writing to each employee within 30 calendar days of assignment, or the commencement of a new appraisal period. Performance plans must set out performance elements and standards, as applied to an employee, that are fair, job related, and based upon objective criteria. They should permit the Employer to accurately evaluate job performance and describe contributions by the employee. A Performance Plan may include, but is not limited to, factors such as quantity, quality, timeliness, and manner of performance.

**SECTION 3.** Each supervisor shall encourage employee participation in establishing/revising/implementing performance plans. This may be accomplished by means including, but not limited to, the following:

- A. Employee and supervisor discuss and develop performance plan together;
- B. Employee provides to supervisor a draft performance plan;
- C. Employee comments on draft performance plan prepared by supervisor;
- D. Performance Plan is prepared by a group of employees occupying similar positions, with supervisor's approval.

Employees may provide input with respect to proposed changes in performance plans/standards. The supervisor will respond to the input, and if rejected, provide rationale. If performance plan is part of AF Form 1003, see Article 10 to implement change. If performance plan is a separate document, AF Form 860, the rater will change performance standards on that document, either by reaccomplishing it or by pen-and-ink change. Changes to elements relate directly to position description duties. If changes are to be made to elements, see Article 10 to implement change.

**SECTION 4.** The rater will discuss with the employee the rater's expectations based on the performance plan. The discussion will include the rater's guidelines for recommending the employee for an annual award at the end of the appraisal cycle. The guidelines will be prepared in writing, with input from the employee, and will be approved by the reviewer. If a change in rater occurs during the appraisal cycle, the new rater will review the guidelines and may change them if deemed necessary.

## **SECTION 5. - PERFORMANCE APPRAISALS (Civilian Rating of Record):**

A. Starting at the annual appraisal and every four (4) months thereafter, the Employer will conduct feedback sessions with their employees. This discussion is based on the supervisor's observation and evaluation of the employee's performance. The discussion will include the supervisor's guidelines for recommending the employee for an annual award at the end of the appraisal cycle. All feedback sessions will be annotated on the AF Form 971 and initialed by both employee and supervisor.

B. Progress will be noted on the Civilian Performance Feedback Worksheet (CPFW) and provided to the employee. The CPFW will be retained in the employee's AF Form 971. At least one calendar day in advance of the scheduled feedback session, a copy of the AF Form 860 or AF Form 1003 will be made available to the employee. At each feedback session, the rater will point out each employee's strengths and weaknesses, and give suggestions for improvement. The rater will identify on the CPFW any weakness with supporting comments that may lead to an unsatisfactory performance appraisal. The Performance Feedback Worksheets will be destroyed after the appraisal cycle unless they are required to be maintained to support a personnel action or an ongoing case.

C. Feedback is always appropriate and encouraged. The rater should discuss observed performance, inspection results, quality assurance assessments and observations, and customer service feedback with employees immediately or at the next available opportunity. Any report, evaluation, or customer feedback concerning an employee's performance received by the rater will be shared with the employee. No employee shall be held responsible by the rater for matters that are jointly agreed to be beyond the employee's control. The employee may request their supervisor substantiate complaints regarding performance.

D. An annual performance appraisal will be prepared utilizing AF Form 860A. The AF Form 860 does not address the codes for the "Types of Rating". Supervisors should annotate in writing on the top of the AF Form 860 (A- Annual, O - Out of Cycle, X - Informational). Written guidance on the meaning of ratings 1-9 on Part F of the AF Form 860A will be provided electronically to each bargaining unit employee and supervisor. The guidance will be used by raters and reviewers in determining these ratings.

E. All completed AF Form 860A's will be reviewed for accuracy by the organization Quality Control Reviewer (QCR) prior to submission to the Civilian Personnel Flight (CPF). Employees rated and reviewed by other than their owning organization will have their AF Form 860A endorsed by the employee's owning organization prior to submission to CPF.

F. The rater will discuss with each employee his or her completed approved performance appraisal. The appraisal will normally be maintained along with the AF Form 971. The employee will be given a copy of the performance appraisal in its final form during this discussion.

G. Each employee shall have access to all records that relate to their performance appraisal IAW 5 USC 552a.

## **SECTION 6. - PERFORMANCE AWARDS**

At the beginning of the appraisal cycle, the rater will create, with input from the employee(s), guidelines for recommending the employee(s) for an annual award at the end of the appraisal cycle. The guidelines will be prepared in writing and will be approved by the reviewer. Employee agreement with the guidelines is desired but not required. If a change in rater occurs during the appraisal cycle, the new rater will review the guidelines and may change them if deemed necessary.

At the end of the appraisal cycle, if the employee has met the guidelines, the employee will be recommended for an award. Any employee recommended for a performance award that does not receive an award would be provided an explanation by the award approving official or designee upon request.

Awards will be fair, equitable and consistent based on available funds, number of employees recommended and levels of performance within award approval authority.


**SECTION 7. UNION OFFICIALS:**

As required by law, Union representatives will be evaluated for performance appraisal purposes based on the amount of duty time, less official time, they have applied to accomplishing the elements of their performance plan. Account will be taken of frequent interruptions of a union representative's duty time due to representational functions.

**SECTION 8.**

The performance management program is new. Therefore, the parties agree to meet annually, if necessary, to consider any recommended changes to the program based on feedback from supervisors and employees. Both parties must agree before changes are made to the program.

  
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